

Portfolio of expertise

# FERRY



# Connecting new lines, together.



Drawing from our long experience as a multimodal operator, we look forward to assisting you with the construction and optimization of your mobility systems and services.

**Our ambition is to develop with you, in a genuine spirit of partnership, customized, safe, effective and responsible transit solutions that are adapted to your needs and constraints and closely in tune with customer expectations.**

The mobility of the future will be personalized, autonomous, connected and electric. This is our firm belief. Innovation is at the heart of our approach, in order to constantly improve the performance of public transportation services and make the promise of “new mobilities” a reality, for everyone.

As well as uncompromising safety, which is our credo, our overriding concern is the satisfaction of our customers and the quality of their experience. Every team member in the Group engages on a daily basis to meet these challenges and implement solutions both for today and for the future...»

**Thierry Mallet**  
**Chairman & Chief Executive Officer**



# Developing and operating ferry services

Faced with the challenges of meeting their inhabitant's aspirations in a context of high traffic congestion and growing urban sprawl, city planners and local authorities are searching for efficient and sustainable mobility solutions. As such, ferry services are in increasingly high demand as an alternative transportation mode and are contributing to the redefinition of metropolitan interactions and organizations. Thanks to these developments, transportation networks are being redeployed to offer passengers new seamless travel routes, including waterborne services that are fully integrated with general public transportation.



The advantages are clear – ferry services integrated within a regional transit system have proven successful in encouraging commuters and visitors to leave their cars at home, thus mitigating road and urban parking congestion. Ferries also improve mobility for those living off the mainland while contributing to the regional economy and to a higher quality of life by providing jobs and opportunities. As such, properly operated and managed ferries constitute an efficient, safe and pleasant transit mode, with very little environmental impact and many regional socioeconomic benefits.

Aware of these evolutions and of its competitive advantages, the maritime industry is undergoing profound changes to tackle the challenges ahead. Environmental concerns are becoming an integral part of how the industry views its business and is working to shape a new generation of vessels. Maritime services are ever more closely integrated with pre-existing transportation modes. Moreover, the industry has developed a real ability to meet each passenger's needs, spanning from the regular commuter's day-to-day preoccupations and habits to the occasional tourist's one-off trip.

Transdev is a legitimate and experienced actor in this sector. Our ability to integrate several modes into a seamless passenger experience enhances our ferry operations and increases the link with all forms of land-based transportation. Our commitment to provide safe and sustainable mobility solutions combined with our primary objective of increasing ridership and improving the customer experience is transforming existing ferry services from essential life-links into a coherent and attractive part of the mobility chain.



# Good reasons to choose Transdev



## Stability

### **The comfort of a strong partner**

As part of the Caisse des Dépôts, one of the world's safest long term investors in the public interest, there is financial strength, knowledge and experience for new investment possibilities or financing schemes in vessel purchasing.

## Synergies

### **Drawing benefits from a multiplicity of operations**

With multiple ferry operations around the world, our knowledge and experience can be leveraged in fleet insurance, fleet optimization, ordering and purchasing of vessels, as well as the purchasing and hedging of fuel. With public transportation operations in 19 countries, additional synergies can be achieved in staff training, competence development and customer services.

## Competence

### **Local knowledge and international expertise**

Experienced, competent and local management teams who are supported by an international organization ensure that local culture, conditions, requirements and needs are met. While at the same time, international know-how is exchanged through our corporate knowledge-management internet platform, expert.net, so that each local operation can access expertise and best practices from around the world, and ensure operational efficiency and safety.

## Environment

### **Develop sustainable mobility solutions**

Transdev is at the forefront of environmental protection engagement. Signatory of the Global Compact of the United Nations, and official partner of the last “COP21”, the group has implemented a unique environment management system, aimed to help local authorities deal with environmental challenges like climate change, energy control, sea/river pollutions, with the most appropriate solution, benefitting from the group’s new technologies (e.g. like sailing performance real-time control). This management system (at corporate level) is covered by an innovative ISO 9001 certification, to provide the best quality of expertise to our local operations.

## Reliability

### **Established technical and safety records**

With ferry operations of different sizes, types of vessels and operational conditions in Australia, France, the Netherlands, Sweden and the USA, we are already established and experienced on the market and our technical competence and high safety standards have been recognized by ISO certifications and international quality accreditations.

## Intermodality

### **Facilitating the mobility of passengers**

With 150 years of experience in public transportation and a focus on meeting people’s mobility needs by integrating various transportation modes such as trains, buses and trams, our attention remains centered around the individual. Whether a daily commuter or a visiting tourist – a seamless and convenient journey is at the heart of our commitment



## Customer-centered

### **Living a culture of customer care**

Dedicated and experienced staff along with unique customer service programs ensures that customer expectations are not only met but exceeded. Systematic approaches in measuring customer satisfaction, customer relationship management and developing improvements to the customers’ environment complete our service offer.

## Partnership

### **Private sector expertise in cooperation with public ownership**

Delegated public service management places Transdev’s efficiency, expertise and experience at the service of the public good. The public authority maintains control over transport policy and delegates the management and operation of all or part of its infrastructure to the company. Additional strength to the cooperation is brought by involving the staff, unions and other stakeholders.

## Scalability

### **Quick adaptation to changing market needs**

A broad international presence and operational diversity creates a fleet scalability and rapid mobilization ability to changing market demands and creating new services.

## Experience

### **Ability to navigate the public procurement process**

Operating a large number of contracts around the world, Transdev has extensive experience with public procurement policies and practices in all public transportation modes including ferry services and other seafaring vessels.



# An **integrated** and **sustainable** ferry service

Shoreline communities are sometimes confronted with irregular and inconvenient mobility services, with trips being carried out on an as-needed basis. For many of these communities, however, providing convenient, reliable and efficient transportation solutions is a core responsibility of local authorities.



Transdev's role is to enable public transportation authorities to provide high class services to passengers. This is what we have been doing since 1922 in Göteborg, Sweden through our subsidiary Styröbolaget, which operates between the archipelago and the city center -- just one of several fully integrated ferry services provided by Transdev around the world. Our extensive experience and expertise in intermodality and mobility management has brought new service developments such as improved interchanges with lower waiting times.

In Göteborg, services are connected to the city's bus and train network, which in turn feed into the regional public transit system, encompassing 1.5 million inhabitants in 49 municipalities, with 22,000 interchange points and 1,700 public transit vehicles. The integrated ticketing system has made the ferry services popular among commuters and tourists alike. Highly adaptable to modern day needs and

expectations, Transdev has also introduced other service improvements such as increased frequency, improved transit time, extended services and operating hours, including night traffic. With 5,000 inhabitants in the archipelago and relatively close proximity to the mainland these actions have improved mobility, increased the number of passengers and their appreciation of the service - a survey conducted in May 2015 revealed a 98% customer satisfaction rate.

In addition, Transdev initiated the procurement process for new vessels in an effort to further improve the service. Two new HSC carbon fiber catamarans with twice the commercial speed of today's vessels, but with increased passenger comfort, low fuel consumption and small wake generation have brought Styröbolaget's ferry service into the 21st century. The first new vessel was delivered in April 2010 and the second in August the same year, and both have been in successful operation since then.



**A**s an operator and global integrator of mobility,  
**Transdev gives people the freedom to move whenever  
and however they choose.**

We are proud to provide 11 million passenger trips everyday thanks to efficient, easy to use and environmentally-friendly transportation services that connect people and communities.

Our approach is rooted in long-term partnerships with businesses and public authorities, and in the relentless pursuit of the safest and most innovative mobility solutions.

We are a team of people serving people, and mobility is what we do.

**We are The mobility company.**





# Brisbane (Australia)

BRISBANE FERRIES  
One city, one river,  
many mobility options



## Contract facts

**TRANSIT AUTHORITY**  
Brisbane City Council

**NETWORK NAME**  
Brisbane Ferries

**OPERATOR**  
Transdev Brisbane  
Ferries Pty Ltd

**CONTRACT START**  
2003, renewed in 2010

**CONTRACT DURATION**  
10 years

## Key figures

**POPULATION SERVED**  
3.4 million residents  
in the region  
5.5 million visitors/year

**PATRONAGE**  
Approx 15,000 /day  
5.5 million passengers/  
year

**NETWORK**  
Distance: 21 km  
Lines: 3  
(CityCat, CityHopper,  
Cross River Ferry)  
Ports/jetties: 25  
Operating hours:  
111,715 hours/year  
Scheduled services:  
4,944 services/week

**FLEET**  
30 vessels

**STAFF**  
228 employees

## Context

The Brisbane River shares its name with that of the city and has always been an intrinsic part of its identity. The river is a precious environmental asset and a fantastic mobility option. Local authorities wished to develop economic and social activity on both sides of the city by taking river transport to the next level through a highly efficient, modern ferry network to serve commuters, students and tourists whilst enhancing the wider transportation network.

## Transdev's answer

### A culture of customer care

Transdev Brisbane Ferries' initiatives were recognized by the OECD International Transportation Forum in 2010 for being "Best in Practice" in customer service and management. Initiatives include:

- › Entire City Cat Fleet is compliant with the federal government's Disability and Discrimination Act along with the majority of ferry terminals on the Brisbane River;
- › Customer service stars program for crew;
- › Substantiated customer complaints rate of 1 per 130,481 passengers, amongst the lowest in the public transport industry.

### Engaged workforce, happy passengers

Transdev Brisbane Ferry's has a strong ethic of recognition and career progression across the organization and manages a flexible and reactive human resources policy for full-time and part-time staff.

- › Traineeship program develops our staff to achieve professional, industry recognized Maritime qualifications.
- › "Be Ferry Safe" – regular information and initiatives to retain and build upon our safety culture.
- › Ongoing training programs for CityCat and CityFerry Masters, Deckhands and Customer Service Officers.
- › Staff improvement ideas have led to new signage at terminals, the introduction of closed-circuit TV at terminals and on City

## Objectives

- › Deliver a fast, efficient river transportation service to passengers and assure the ferry service's place as a fully integrated part of the Brisbane's mobility offer.
- › Ensure availability, innovation, maintenance and performance of a growing fleet.
- › Increase the organization's capacity in terms of customer service, environmental management and safety

Hoppers, ergonomic terminal gates, and improved training programs.

### Inspired by our environment

To protect ecological areas, including remnant populations of mangroves, working in harmony with the river is paramount:

- › Proactive recycling policy;
- › Rivergate Marina and Shipyard is accredited as a 'Clean Marina' by the Marina Industries Association of Australia.

### All around operational excellence

- › Collaboration with all city mobility stakeholders to ensure an integrated set of services; in particular during major cultural and city events (Riverfire, River Share, New Year's Eve).
- › Working with local public transportation regulator, TransLink, to ensure integration with ticketing and passenger information systems.
- › Extensive maintenance facilities and a highly skilled workforce to keep vessels well maintained, safe, efficient and available for operation.
- › Over the last 2 years a program of vessel re-life works has been undertaken on the original CityCat fleet and continues to breathe new and extended life into the city's valuable transportation assets today.
- › Commitment to growth with the introduction of new terminals and vessels.
- › Transdev Safety Drills recognized by regulatory authority AMSA as best practice.

## Results

- › Rated number 1 of 330 things to do in Brisbane on Tripadvisor, with over 4000 reviews.
- › CSIA accreditation for Customer Service in 2015 and 2016.
- › Customer satisfaction score of 87% in 2016, and Customer Service Index of 88.00 (out of 100).
- › Average annual ridership increase of 9%.
- › 99.94% operational reliability in 2015.
- › The entire ferry operation is ISO 9001 certified and seeks to operate to the highest standards with all stakeholders and aspects of the business.

# Sydney (Australia)

## HARBOUR CITY FERRIES

An iconic integrated ferry service in the heart of the city



### Contract facts

#### TRANSIT AUTHORITY

Transport for New South Wales

#### OPERATOR:

Harbour City Ferries  
a 50/50 joint venture between  
Transdev and Broadspectrum

#### NETWORK NAME

Sydney Ferries

#### CONTRACT START

2012

#### CONTRACT DURATION

7 years

### Key figures

#### POPULATION SERVED

5.25 million inhabitants  
in the region  
12 million visitors/year

#### RIDERSHIP

44,000 passengers/day  
16 million passengers/year

#### NETWORK

Distance: 37 km  
Lines: 7  
Ports/jetties: 39  
Shipyard: 1  
Operating hours:  
81,000 hours/year

#### FLEET

32 vessels  
(28 owned ferries  
+ 4 chartered ferries)

#### STAFF

650 employees

## Context

Sydney Harbour is the centre piece of Australia's largest city. Ferries have been transporting people across the harbour for the past 140 years.

An iconic service, Harbour City Ferries provide a critical service to the people of Sydney and are an essential part of the city's transport system. For residents living adjacent to Sydney Harbour and the Parramatta River, ferry travel is the most practical way of commuting to and from Sydney's Central Business District. Ferry services connect locals and visitors to the nature, people and communities of Sydney and are the gateway to key locations such as Taronga Zoo and Manly.

## Transdev's answer

### Uncompromising safety

Transdev has implemented a comprehensive strategic Safety Plan with the goal to be industry leaders in safety and security. The organization is building a culture of zero harm by identifying risks and how to address them. Anchored in a robust and resourceful framework every one in the operation is trained, empowered and expected to be safety leaders, leaving no doubt that our safety and the safety of our work mates and customers comes before anything else.

### Relentless focus on customer service

Customer service is part of Transdev's DNA; we put the customer at the heart of what we do and how we operate by delivering a world class service. The transition from a publicly run

## Objectives

- › To ensure safe and reliable ferry services are provided in an efficient, effective and financially responsible manner.
- › To increase ferry and public transport ridership and decrease reliance on private vehicles.
- › To deliver a world class ferry service and a positive and enduring customer experience.

transport provider has been successful and the HCF workforce is cohesive and collaborative and continuing to raise the bar in relation to customer satisfaction, reliability, on-time running, safety, security, maintenance and cleanliness.

### Being the trusted partner of the NSW government

Transdev proudly works with the NSW government in safeguarding an iconic brand, in providing value for tax payers' money, in reforming and renewing the fleet and refining the network, and in being an integrated and important part of Sydney's public transport system.

## Results

- › Customer satisfaction rate of 97%.
- › 99.1% on-time performance rate.
- › 99.8% service reliability rate.
- › The 2015 NSW Auditor-General's Report concludes that HCF's franchising of Sydney Ferries was a good idea with significant cost savings, improved service performance and effective transfer of risks from Government to private sector.

# New Orleans (United States)

## NEW ORLEANS FERRIES – An historic connection across the mighty Mississippi



### Contract facts

**TRANSIT AUTHORITY**  
New Orleans Regional  
Transit Authority

**OPERATOR**  
Transdev Services, Inc.

**NETWORK NAME**  
New Orleans Ferries

**CONTRACT START**  
2014

**CONTRACT LENGTH**  
4 years + two 5-year renewals

### Key figures

**POPULATION SERVED**  
345,000 inhabitants in  
New Orleans, 1.6 million  
inhabitants in the region

**RIDERSHIP**  
1 million passengers/year

**VEHICLES AND GOODS  
TRANSPORTED**  
300,000 vehicles/year

**NETWORK**  
Lines: 2  
Algiers Point - Canal Street:  
0.8 km  
Lower Algiers - Chalmette:  
0.8 km  
Port/jetties: 4  
Operating hours:  
11,856 hours/year  
Scheduled departures:  
47,424 departures/year

**FLEET**  
5 vessels

**STAFF**  
55 full-time employees

### Context

The Mississippi River, often called the "Mighty Mississippi", is a major conduit for commerce in the United States. Ferries have served New Orleans for almost 300 years, including passenger ferries, vehicle ferries, and even ferries for rail cars. The first bridge across the Mississippi in New Orleans did not open to the public until 1958. Subsequently, ferry use has waned. Other modes of public transportation, especially bus service crossing the bridge between the east and west banks of the river, have also affected ferry use. However, there are segments of the population that continue to use, and prefer, ferries as a means to traverse the river.

### Transdev's answer

#### Focus on the customer experience

- › Cash-less fare payment is partially available as an electronic app. An integrated fare system for use on the ferries, buses and streetcar is being developed and is expected to be available in 2016. Pre-purchased fares through self-service kiosks are being developed, which would eliminate any cash handling at the point of boarding.
- › The Canal Street terminal is slated for major redesign. This will entail complete demolition of the existing terminal, and construction of a new facility. This is part of a major renovation and revitalization of the City's downtown riverfront area in time for the City's 300th anniversary.
- › Real-time information on ferry status completed in 2017.

#### Management of an aging fleet

- › The second oldest vessel has recently received a new propulsion system.
- › Of the two larger vessels acquired in the 1970's in the fleet, one is currently in the shipyard for major renovation and re-propulsion, and the second is scheduled for the same work.
- › Plans are underway for the design and construction of two new vessels to serve the pedestrian crossing at Canal St.

### Objectives

- › Deliver safe, efficient river transport service to passengers and make the ferry part of an integrated transit system that includes the City's bus and streetcar services.
- › Ensure availability, maintenance and performance of the fleet.
- › Ensure sustainability of funding for the service, including increasing revenue and decreasing operating costs.

#### Actively seek alternative funding

- › Actively work with local and State officials regarding funding sources.
- › Explore possible non-fare related revenue streams; the operational control of the ferry facilities presents an opportunity for generating revenue through the creation of retail space, leasing of property, advertising, etc.
- › Advertising on the vessels is another possible source of revenue.

#### Improved efficiency

- › Improvement in vessel fuel efficiency will reduce operating costs. The most recent re-propulsion of a vessel resulted in a 24% improvement in fuel efficiency. A similar improvement is expected for the two other vessel re-propulsions. The newer engines will also result in savings from reduced oil use. The two new vessels will be designed with more fuel efficient engines.
- › Redesign of the Canal Street terminal will result in reduced insurance, security, janitorial and utility costs.

### Results

- › Introduced monthly, weekly and daily unlimited ride passes for ferry only, as well as integrated ride pass for transfer between ferry, bus and streetcar.
- › Expanded service hours by 40% for improved access between the two river banks.
- › Secured \$10.3 million TIGER 2015 funds and a \$5 million Federal Transit administration grant to design and build a new terminal building.

# Rotterdam (The Netherlands)

## VEERDIENST MAASSLUIS - ROZENBURG ZH – A convenient and efficient car ferry service



### Contract facts

**TRANSIT AUTHORITY**  
Provincie Zuid-Holland

**OPERATOR**  
Connexxion Water

**NETWORK NAME**  
Veerdienst Maassluis –  
Rozenburg ZH

**CONTRACT START**  
January 2008

**CONTRACT DURATION**  
10 years

### Key figures

**POPULATION SERVED**  
Over 600,000 inhabitants  
in the Rotterdam region  
12,672 inhabitants  
in Rozenburg ZH  
32,080 inhabitants in Maassluis

**RIDERSHIP**  
4,700 passengers/working day  
+1 million passengers/year

**VEHICLES AND GOODS  
TRANSPORTED**  
1 million vehicles/year  
(cars, trucks, motorcycles,  
and bicycles)

**SYSTEM**  
Distance: 0,5 km  
Lines: 1  
Ports/jetties: 2  
Operating hours:  
8,840 hours/year

**FLEET**  
2 vessels

**STAFF**  
19 full-time employees  
3.5 part-time employees

### Context

Connexxion Water operates two ferries in South Holland since 2008 across the Nieuwe Waterweg in the greater Rotterdam area between Rozenburg ZH and Maassluis. Ferry services at this location dates back to the 1890s, when the province introduced a steamboat service that remained in place well into mid-century. With the opening of the Benelux Tunnel in 1967, the Botlek Tunnel in 1980, and the provincial bridge over the Brielsemeer, traffic patterns changed drastically. Today the ferry service is mainly used by locals and students avoiding a detour and traffic jams in rush hour.

### Transdev's answer

**Introduced improved maintenance  
schedules and processes** to ensure service  
reliability and quality despite the aging vessels.

**Strengthened operational performance  
practices** to provide quality service focused on  
safety, efficiency, sustainability and wellbeing.

**Increased traffic volume and  
commercial speed** consistent with legal and  
operational rules and requirements to ensure a  
simpler and more convenient water crossing.

### Objectives

- › Provide a reliable and efficient 20 minute service running 365 days per year, 18 hours a day, at low cost.
- › Relieve the A15 and A20 highways of traffic congestion on either side of the river.
- › Find a way to maintain excellent service levels with an aging fleet of vessels.

**Provide a simplified ticketing scheme**  
with attractive pricing and discounting structure,  
as well as a technical solution for easy embarking  
and disembarking of vessels.

**Certifications obtained**  
› Environmental accreditation  
ISO 14001:2004  
› Quality Management accreditation  
ISO 9001:2008

### Results

- › In 2015 achieved 99.8% reliability (no service disruptions due to technical failures, only weather circumstances).



# Vlissingen (The Netherlands)

## VLISSINGEN BRESKENS

An integrated ferry service bringing people together



### Contract facts

**TRANSIT AUTHORITY**  
Provincie Zeeland

**OPERATOR**  
Westerschelde Ferry BV, a subsidiary of Provincie Zeeland under Transdev Netherlands management

**NETWORK NAME**  
Veerverbinding  
Vlissingen-Breskens

**CONTRACT START**  
2015

**CONTRACT DURATION**  
2 years

### Key figures

**POPULATION SERVED**  
120,000 inhabitants  
in the region

**RIDERSHIP**  
1,000-5,000  
passengers/day  
630,000 passengers/year

**NETWORK**  
Distance: 6 km  
Lines: 2  
Ports/jetties: 2  
Operating hours:  
9,000 hours/year  
Scheduled departures:  
15,200 departures/year

**FLEET**  
2 vessels

**STAFF**  
36 full-time  
+ 6 seasonal employees

## Context

The main challenge is to maintain operational stability and reliability during the length of the contract, as both Swaths tend to show more instability due to aging. Also the ISM code is applicable for high levels of safety and environmental quality.

## Transdev's answer

> **Provide the management support** (technical and nautical) to help the public transportation authority, owner of the vessels, to choose the safest and most practical evacuation system to be installed onboard.

> **Promoted the operation to the inhabitants** in the region by introducing interesting package offers, discounted combination tickets for boat, bus and points of interest or tourist attractions in the area.

## Objectives

- > Maintain or increase the number of passengers by cooperating with the Transdev bus network in Zeeland.
- > Continuously improve quality of service by introducing new payment methods.
- > Synchronize timetable scheduling with the integrated regional transit system including buses, trains and the ferry service.

> **Continuously improve customer information and customer satisfaction** by introducing an SMS service for real-time information about potential delays and cancellations.

## Results

- > 2015 service reliability reached 98% for the whole year, during summer 2015 100%.
- > Increased passenger satisfaction to 7.7 (2014: 7.6).
- > Saving 15% on fuel by slightly adjusting travel speed.

# Göteborg (Sweden)

## STYRSÖBOLAGET

A high performing integrated ferry service



### Contract facts

#### TRANSIT AUTHORITY

Freight traffic - Trafikkontoret  
Passenger traffic - Västtrafik

#### OPERATOR

AB Göteborg-Styrsö  
Skärgårdstrafik

#### NETWORK NAME

Styrsöbolaget

#### CONTRACT START

Freight traffic 2005,  
renewed in 2012  
Passenger traffic 2004,  
renewed in 2014

#### CONTRACT DURATION

Passenger traffic: extended  
to 11 years  
Freight traffic: extended  
to 7 years

### Key figures

#### POPULATION SERVED

510,000 inhabitants  
in the region  
5,000 island inhabitants

#### RIDERSHIP

12,500 passengers/day  
in summer  
11,500 passengers/day  
in winter  
4.6 million/year

#### VEHICLES AND GOODS

##### TRANSPORTED

6,700 vehicles/year  
8,000 ton goods/year

#### NETWORK

Distance: 45 km  
Lines: 6  
Ports/jetties: 26  
Operating hours:  
45,800 hours/year

#### FLEET

16 vessels (14 own vessels  
+ 2 vessels provided by PTA)

#### STAFF

99 full-time  
+ 40 seasonal employees

## Context

Styrsöbolaget has operated ferries between the mainland (Göteborg) and the archipelago since 1922. The ferry service is an integrated part of the city's public transportation system. One of the challenges is to maintain excellent service levels and customer satisfaction levels due to the extreme seasonal variations in demand and weather conditions. Over 5,000 island inhabitants rely on the service for their day to day activities and the archipelago is a popular tourist destination.

## Transdev's answer

### Introduced two new HSC carbon fiber

**catamarans** in 2010 to improve services for the inhabitants living on the islands in the archipelago by raising commercial speed from 12-13 knots to close to 30 knots.

### Improved environmental sustainability

due to a lighter fleet of vessels installed with BlueFlow Technology System resulting in lower fuel consumption and smaller wake generation.

### Expanded ferry service offering by

proposing to the transit authority to extend the archipelago network to the city.

### Developed a new ferry type for cross-

**river service** with a strong environmental profile and designed to carry a large number of bicycles.

## Objectives

- › To increase traffic volume with the same quality of service delivered, focusing on issues of safety, efficiency, environment and health.
- › To develop the ferry service and travel experience in a way that is attractive to all passengers as well as the transit authority.
- › To find solutions to the fast growing harbor traffic with environmentally friendly ferries.

### Provide a comprehensive internal

**Career Advancement Program** enabling all employees, with or without prior experience, to develop maritime skills and experience. This unique program makes it possible for employees to reach their career goal of becoming a captain by providing time off for license & credential training and the ability to gain required sea-time within the company.

### Certifications obtained

- › Environmental accreditation  
ISO 14001: 2004
- › Quality Management accreditation  
ISO 9001:2008
- › Occupational Health & Safety Management  
System: AFS 2001:1

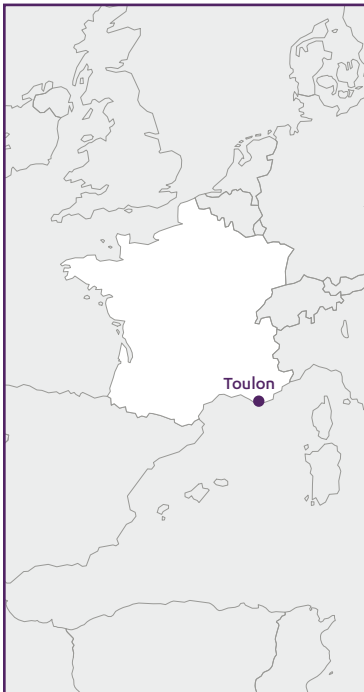
## Results

- › 2015 Customer Satisfaction Survey – 98% rated the service as excellent/very good.
- › High employee satisfaction and low personnel turnover; Work Environment Index based on the annual Employee Satisfaction Survey increased from 93 in 2014 to 99 in 2015.
- › In 2015 reduced overall fuel consumption by 16% and by 25% in port traffic.

# Toulon (France)

## RÉSEAU MISTRAL

An integrated ferry service bringing people together



### Contract facts

**TRANSIT AUTHORITY**  
Communauté d'Agglomération  
Toulon Provence Méditerranée

**OPERATOR**  
Régie Mixte des Transports  
Toulonnais (RMTT SA)

**NETWORK NAME**  
Réseau Mistral

**CONTRACT START**  
2004, renewed in 2013

**CONTRACT DURATION**  
8 years

### Key figures

**POPULATION SERVED**  
430,000 inhabitants

**RIDERSHIP**  
4,600 passengers/day  
1,700,000 passengers/year

**NETWORK**  
Distance: 17 km  
Lines: 3  
Ports/jetties: 8  
Operating hours:  
31,500 hours/year

**FLEET**  
12 vessels  
(10 classic propulsion  
& 2 hybrid shuttles)

**STAFF**  
52 employees

## Context

The Mistral ferry service is an integrated part of the public transportation network of Toulon. It provides an important connection between the city center and the outlying areas across the bay "Petite Rade". The transit authority wanted to improve service quality, increase ridership, and enhance transit integration by focusing on safety, reliability and the active participation of the operator and its staff.

## Transdev's answer

**Provided shipbuilding expertise** to the public transit authority in developing project specifications for the procurement of two new and improved hybrid vessels.

**Actively engage staff** through brainstorming session to create a comprehensive company quality approach.

**Fulfilling our Group credo "Uncompromising Safety"** by regularly carrying out full-scale evacuation simulations in order to be prepared for any eventuality. These operations include working closely with the French Navy, police forces and first-aid organizations, and permit us to assure a high level of preparedness.

**Develop a vessel availability scheme** to respond to seasonal demand, capacity variations and temporary replacement needs to avoid service disruptions.

**Expanded the service area** by establishing an agreement with the French Navy to serve the Saint-Mandrier Naval Training Center (starting during 2016 Transdev will also operate a bus

## Objectives

- › Meet customer expectations by providing a reliable and high quality service fully integrated with land-based transportation modes in the transit network.
- › Improve the customer experience by establishing and achieving key quality indicators in:
  - Fleet availability;
  - Vessel cleanliness;
  - Safety equipment availability and inspections;
  - Passenger information onboard and on docks;
  - Customer Satisfaction.

service inside the naval base).

**Improved service offer** by developing a fourth ferry line with incrementally increased scheduled services, as well as offering night services on all ferry lines every weekend (Friday – Sunday).

**Offer technical assistance to improve environmental sustainability** focusing on propulsion techniques, hybrid vessels, alternative fuels and building materials.

**Providing a maritime maintenance station** where 70% of vessel maintenance activities take place and which has resulted in:

- › Better maintenance due to better adapted material;
- › Uninterrupted maintenance periods;
- › Fuel hedging according to international safety regulations;
- › Lower maintenance costs and increased efficiency.

## Results

- › Since 2013, the maritime network has been fully integrated with the city's urban transit network benefiting from a new Operational Management System and a new Customer Information System.
- › In 2015 the customer satisfaction rate improved by one point to 8/10.
- › Hourly average fuel consumption is 35% lower on the hybrids compared to the standard diesel vessels.

# Quiberon (France)

COMPAGNIE OCÉANE  
A tourist network of  
historical importance



## Contract facts

### TRANSIT AUTHORITY

Conseil Départemental  
du Morbihan

### OPERATOR

Compagnie Océane

### NETWORK NAME

Îles du Morbihan

### CONTRACT START

2008 (renewed in 2015)

### CONTRACT DURATION

6 years

## Key figures

### POPULATION SERVED

3 million inhabitants  
in the region  
1.1 million tourists  
7,500 island inhabitants

### RIDERSHIP

4,000 passengers/day  
1.4 million passengers/year

### VEHICLES AND GOODS TRANSPORTED

157,000 vehicles/year  
10,500 tons of goods/year

### NETWORK

Distance: 94 km  
Lines: 5  
Ports/jetties: 7  
Operating hours:  
12,000 hours/year

### FLEET

7 vessels

### STAFF

200 full-time  
+ 70 seasonal employees

## Context

The traffic between the four islands near Morbihan in the region of Bretagne is the second largest public ferry service in France. The public transit authority wanted to improve service reliability by focusing on maintenance and safety as a means of meeting the needs of the local communities and the large number of visitors to the islands. Sustainable development is another important issue to ensure that the ferry service's impact on the environment is minimized.

## Transdev's answer

**Launched a rigorous fleet management system** and implement new safety measures.

**Developed a technical monitoring system** with inspections of all ships and key maintenance programs.

**Established an environmental management system** with internal key performance indicators.

**Introduced a common dashboard** to ensure increased transparency with the public transit authority for vessel maintenance, ridership and navigational conditions.

**Optimized service frequency** to accommodate seasonal demand fluctuations.

**Launched online information and booking system** with payment options to make it easier for customers to find information and book tickets.

**Implemented an ISM/ISPS Safety and Security Audit Program** and a computerized ISM Management Program to ensure IMO safety compliance.

## Objectives

- › Ensure a customer care culture and actively promote the islands as an attractive destination.
- › Require increased service levels and improved reliability of the ferry service.
- › Engage an active partner in local activities to support the economic development of the area.
- › Promote environmental awareness to minimize negative effects on the environment.

**Automated & digitalize onboard information** for staff.

**Introduced new staff training programs** including customer service, crisis management, first aid training etc.

**Procured and construct a new roll-on/roll-off ferry** to meet future passenger growth.

**Launched environmental awareness campaigns** promoting sustainable tourism on the islands.

**Ensured an optimized environmental footprint** of the two last vessels built under Transdev supervision (hull design, engines, paint, Bureau Veritas "Clean ship" mark, a first for this type of vessel).



# Marseille (France)

FRIOUL IF EXPRESS  
A tourist network of  
historical importance



## Contract facts

**TRANSIT AUTHORITY**  
Métropole Aix Marseille  
Provence

**OPERATOR**  
Frioul If Express

**NETWORK NAME**  
Frioul If Express

**CONTRACT START**  
2006

**CONTRACT DURATION**  
12 years

## Key figures

**POPULATION SERVED**  
1.8 million inhabitants  
in the region

**RIDERSHIP:**  
468,000 passengers/year  
335 passengers/day  
(off-peak season)  
5,240 passengers/day  
(peak season)

**NETWORK**  
Distance: 5 km  
Lines: 1  
Ports/jetties: 3  
Operating hours:  
6,300/year

**FLEET**  
3 vessels

**STAFF**  
29 full-time  
+ 14 seasonal employees

## Context

The Frioul archipelago, located a few kilometers from Marseille Vieux Port, is a historic and popular destination because of the Chateau d'If, the setting for Alexandre Dumas' novel *The Count of Monte Cristo*. Whether visiting the If Castle, spending a summer day swimming the crystal blue waters or being a resident on Frioul island, the maritime network must offer service all year long and timetables adapted to seasonal needs.

## Transdev's answer

**Increased schedule flexibility** and number of round-trips depending on seasonal demand and local events, including flexible services during peak season to improve capacity.

**Purchased 3 new identical vessels**, each with the capacity of 196 passengers, which have been designed and built for a service that is:

- › Accessibility compliant according to EU-directives;
- › Environmentally sustainable by generating no water pollution and air pollution rates that are lower than determined emission standards;
- › Digitally equipped for passenger information and safety messages during the journey.

## Objectives

To provide a year-round ferry service to island residents and visitors centered on:

- › Service reliability;
- › Punctuality;
- › Passenger information;
- › Positive customer experience;
- › High safety standards.

### Engaged with the local community

by organizing regular meetings with island residents to address needs and concerns, and to inform of planned service disruptions.

**Improved customer service** by providing multilingual customer service staff, a ticket office with extended opening hours, and a new and improved website.

**Better passenger information** with improved visual design of website and printed collaterals, including schedules and prices, to increase awareness of the service and to attract new customers.

## Results

- › Decreased embarking and disembarking dwell-time by 20%.
- › Improved travel time by 25% between the islands and the city of Marseille.

# Calais (France)

## CALAIS MAJEST'IN A fully integrated ultramodern urban canal service



### Contract facts

**TRANSIT AUTHORITY**  
SITAC

**OPERATOR**  
Transport Company of Calais  
and Extensions (CETS)

**NETWORK NAME**  
Calais Majest'in

**CONTRACT START**  
2013

**CONTRACT DURATION**  
in negotiation

### Key figures

**POPULATION SERVED**  
118,000 inhabitants  
in the city of Calais

**RIDERSHIP**  
36,000 journeys/year

**NETWORK**  
Distance: 5 km  
Lines: 1  
Ports/jetties: 5  
Operating hours:  
2,700 hours/year

**FLEET**  
1 vessel

**STAFF**  
5 full-time  
+ 5 seasonal employees

## Context

Calais is a town and major ferry port in Northern France in the department of Pas-De-Calais. Due to its position Calais is an important center for trading and transport with England. The port of Calais is the fourth largest in France and the largest for passenger traffic. A 400 million euro project is currently being implemented at the port in order to allow more ships to enter and thus to increase traffic. The Calais canal connects the canalized Aa river with Calais and the English Channel. Three side canals branch off; the Canal de Guines, Canal d'Ardres and the branch canal to Audruicq.

## Transdev's answer

**Providing the city with a new and innovative travel option** that offers passengers fast travel that is free of road congestion.

**Ensuring reliability for customers** by regular scheduling of operations and increased efficiency along the route of 5 stops.

**Enabling customers a popular hop-on hop-off service** for only €1 as well as an attractive combined ticket alternative with the Calais Opale, the local transit system.

**Providing improved and free connections** to other transportation modes (bus/canal boat, canal boat/bus).

## Objectives

- › To improve mobility for all and the quality of urban life.
- › A new everyday method for the travelling of Calais inhabitants.
- › Provide an original/innovative mode of transportation for tourists.
- › Offer a secure mode of transportation without noise or traffic.
- › Integrate water transportation into urban life.

**Operations are environmentally friendly**, as the only vessel in operation the system does little to add to any canal pollution.

**Increasing customer satisfaction** by making evening canal rides available with set menus on board at certain dates throughout the year. The 'Evening Majest'in' campaign also offers gift cards valid throughout the year for a dinner/show on board.

## Results

- › In 2015 increased daily departures by 20% by adding additional early morning departures to allow.

# Nantes (France)

LES BACS DE LOIRE  
A free ferry service to  
cross the Loire River



## Contract facts

### TRANSIT AUTHORITY

Conseil Général  
de Loire-Atlantique

### OPERATOR

Compagnie des Bacs  
de Loire

### NETWORK NAME

Les Bacs de Loire

### CONTRACT START

2001, renewed in 2009 and 2015

### CONTRACT DURATION

6 years

## Key figures

### POPULATION SERVED

590,000 inhabitants  
in the region

### RIDERSHIP

2.2 million passengers/year

### VEHICLES AND GOODS TRANSPORTED

1.2 million vehicles/year

### NETWORK

Distance: 0.5 km  
Lines: 2  
Ports/jetties: 4  
12,000 operating hours/year

### FLEET

3 vessels

### STAFF

26 full-time employees

## Context

For a thousand years, Le Pellerin has been a traditional crossing point of the Loire River. Operating 4 miles downstream of Nantes and 25 miles upstream of Saint Nazaire, the Loire ferry service is a unique waterborne link between these two cities. To supplement the 16 bridges crossing the Loire river in the department, a ferry service is operated by two lines: between Basse-Indre and Indret, and between Le Pellerin and Couëron.

## Objectives

- › Provide a reliable and efficient service running 364 days per year, 18 hours a day, free of charge.
- › Free up the urban center of Nantes of traffic congestion by providing alternative ways to cross the river.
- › Serve as the only connection between the two bicycle trails "Velocean" and "Loire à Velo" between Nantes and Saint Nazaire.
- › Become an active partner in local activities and the community.
- › Find a way to deal with the aging fleet of vessels.

## Transdev's answer

### Introduced an improved fleet maintenance system with:

- › Computerized vessel maintenance;
- › Dry-docking controls;
- › A new technical monitoring process.

### Implemented a comprehensive staff competence development program that

- goes beyond international standards:
- › Enabling staff to gain higher level certificates and professional development;
  - › Providing professional mobility solutions within the Transdev ferry services;
  - › Supporting diversity by ensuring equal opportunities for women.

### Established close relationships with the regional Maritime Academies to assist

young cadets by providing onboard education and experience.

### Ensure the International Safety Management Code (ISM) is met or exceeded by all aspects of the service.

## Results

- › Launched a customer service smartphone app with timetables, service information, updates and alerts, including real-time webcam coverage of each roll-on jetty.